SSHRC CRSH

Social Sciences and Humanities Research Council

2014-2015

Departmental Performance Report

The Honourable Navdeep Bains, P.C., M.P.
Minister of Innovation, Science and Economic Development

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Ministers' Message

We are pleased to report on the Social Sciences and Humanities Research Council's key activities in 2014–15.

Our overarching goals within the Innovation, Science and Economic Development portfolio are to help Canadian businesses grow, innovate and export so that they can spur economic development and create good quality jobs and wealth for Canadians in all regions across the country; to help small businesses grow through trade and innovation; to promote increased tourism to Canada; to promote and support scientific research and the integration of scientific considerations in our investment and policy choices. We are committed to working closely with colleagues and stakeholders from all of these diverse fields to achieve these objectives.

We are pleased to present the 2014–15 Departmental Performance Report for the Social Sciences and Humanities Research Council.

The Honourable Navdeep Singh Bains,
Minister of Innovation, Science and Economic Development

The Honourable Kirsty Duncan,
Minister of Science

The Honourable Bardish Chagger,
Minister of Small Business and Tourism

President's Message

I am pleased to present the Social Sciences and Humanities Research Council's 2014–15 Departmental Performance Report.

This report outlines our ongoing progress in meeting the commitments laid out in our 2014–15 Report on Plans and Priorities. SSHRC's robust planning and priority-setting process—informed by the government's Science, Technology and Innovation Strategy—has served us well in this regard.

During 2014–15, SSHRC advanced a number of its strategic goals, continuing to position social sciences and humanities research in its critical role supporting Canadian creativity and innovation.

Over the past year, SSHRC continued to improve its corporate governance and management structures. Working with the other federal granting agencies, we further developed common policies, procedures and harmonized regulations, reducing the administrative work required of both researchers and institutions.

SSHRC played a key development role in the Tri-Council Open Access Policy on Publications, which supports Canada's Action Plan on Open Government. At the same time, work progresses on the development of a Tri-Agency Statement of Principles on Digital Data Management.

Similar advances were made in our program administration systems: the streamlining and implementation of the new grants management system promises a better user interface and reduced administrative workload for researchers and institutions, while significant progress was made in improving the Canadian Common CV. These and other improvements—including more robust frameworks for performance measurement, financial and human resources management, and contracting and procurement—allow us to serve the Canadian research community more effectively, more efficiently and with greater accountability.

SSHRC's Imagining Canada's Future initiative demonstrates the value of the social sciences and humanities, not only in addressing the challenges of today and tomorrow, but also by producing knowledge and improving our understanding of key intellectual, economic, social and cultural issues, for the benefit of Canada and the world. Through extensive engagement with key stakeholders in the research community and across the public, private and not-for profit sectors, we continue to expand cross-sectoral collaboration and forge innovative partnerships.

SSHRC also successfully implemented the launch of the Community and College Social Innovation Fund, changes to the Research Support Fund, and the inaugural competition of the Canada First Research Excellence Fund—a $1.5-billion legacy investment to help Canada's postsecondary institutions "own the podium" and excel globally in research areas offering long-term economic benefits for Canada.

We recognize that for Canada to remain one of the world's research leaders, we must work with colleagues across the globe. As the leader for the Americas in the Trans-Atlantic Platform initiative, we cooperated with our partners to identify opportunities for international collaboration and began developing a digital scholarship joint funding program.

SSHRC will continue putting Canada at the forefront of research excellence, supporting investigator-driven research and fostering greater collaboration between businesses, communities and postsecondary institutions.

Ted Hewitt
President, Social Sciences and Humanities Research Council

Section I: Organizational Expenditure Overview

Organizational Profile

Minister of Innovation, Science and Economic Development:
The Honourable Navdeep Bains, P.C., M.P.

- The Honourable James Moore, P.C., M.P. (responsible Minister for 2014–15)

Minister of Science:
The Honourable Kirsty Duncan, P.C., M.P.

Minister of Small Business and Tourism:
The Honourable Bardish Chagger, P.C., M.P.

Institutional Head: Ted Hewitt, President

Ministerial Portfolio: Industry (portfolio name for 2014–15)

Enabling Instrument: *Social Sciences and Humanities Research Council Act*, R.S.C. 1985, c. S-12

Year of Incorporation / Commencement: 1977

Note: In November 2015, the Department's name was changed to Innovation, Science and Economic Development Canada.

Organizational Context

Raison d'être

The Social Sciences and Humanities Research Council (SSHRC) funds research and research training that builds knowledge about people, past and present, with a view toward creating a better future. From questions of family and culture to concerns about jobs and employment, research about people—how we live, what we think, how we act—informs new knowledge and insights on the issues that matter most to Canadians.

SSHRC plays a unique role within Canada's science, technology and innovation system by awarding grants and scholarships to researchers, students and fellows who work as individuals, in small groups and in formal partnerships to develop talent, generate insights and build connections that address the needs of all sectors of society.

Responsibilities

SSHRC is an agency that reports to Parliament through the Minister of Industry. It was created through an act of Parliament in 1977 and mandated to:

- promote and assist research and scholarship in the social sciences and humanities; and
- advise the Minister in respect of such matters relating to such research as the Minister may refer to the Council for its consideration.

To fulfil its mandate, SSHRC offers funding opportunities that provide support to Canadian researchers and students through grants, scholarships and fellowships, respecting the terms of the federal Policy on Transfer Payments. SSHRC is also responsible for administering the following tri-agency programs, offered jointly with the Natural Sciences and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR):

- the Canada Research Chairs Program;
- the Canada Excellence Research Chairs Program;
- the Research Support Fund; and
- Canada First Research Excellence Fund.

In addition, SSHRC works with Innovation, Science and Economic Development Canada, as well as with NSERC and CIHR, to support Networks of Centres of Excellence initiatives. It collaborates with NSERC and CIHR to deliver the Canada Graduate Scholarships, Vanier Canada Graduate Scholarships, and Banting Postdoctoral Fellowships programs. SSHRC and CIHR also participate in the College and Community Innovation Program, managed by NSERC. SSHRC will continue to foster this collaboration to the benefit of all Canadians by building on the harmonization of tri-agency programs, practices and policies.

The president of SSHRC is supported by a governing council appointed by order-in-council to reflect the perspectives of the academic, public and private sectors. SSHRC's governing council promotes and assists research and scholarship in the social sciences and humanities. It meets regularly to set strategic policy and program priorities, allocate budgets, and advise the Minister of Industry and Parliament on matters related to research in these areas.

Strategic Outcomes and Program Alignment Architecture

1. **Strategic Outcome:** Canada is a world leader in social sciences and humanities research and research training.

    1.1 **Program:** Talent: attraction, retention and development of students and researchers in the social sciences and humanities

        1.1.1 **Sub-Program:** Canada Research Chairs

        1.1.2 **Sub-Program:** Canada Graduate Scholarships

        1.1.3 **Sub-Program:** Vanier Canada Graduate Scholarships

        1.1.4 **Sub-Program:** Banting Postdoctoral Fellowships

        1.1.5 **Sub-Program:** SSHRC Doctoral and Postdoctoral Fellowships

    1.2 **Program:** Insight: new knowledge in the social sciences and humanities

        1.2.1 **Sub-Program:** Individual, team and partnership research grants

        1.2.2 **Sub-Program:** Institutional research capacity grants

    1.3 **Program:** Connection: mobilization of social sciences and humanities knowledge

        1.3.1 **Sub-Program:** Individual, team and partnership knowledge mobilization grants

        1.3.2 **Sub-Program:** Research-based knowledge culture

        1.3.3 **Sub-Program:** Networks of Centres of Excellence

2. **Strategic Outcome:** Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health.

    2.1 **Program:** Indirect Costs of Research

Internal Services

Organizational Priorities

Priority	Type[1]	Strategic Outcome
Promote and support Canadian excellence in social sciences and humanities research and talent development	Previously committed to	1

Summary of Progress

Talented, skilled and creative people are at the heart of successful societies like Canada. Demand is growing across the private, public and not-for-profit sectors for highly qualified individuals who exhibit the leadership qualities required for success in the 21st-century economy: i.e., those who are creative, analytical and articulate, as well as sophisticated in their understanding of individuals, communities and societies in the past and present. These qualities are acquired through direct engagement—on the part of both researchers and students—in excellent research where both intellectual (e.g., rigour, objectivity, analysis, synthesis, creativity) and professional (e.g., communication, collaboration across disciplines, building of partnerships with government, community-based and private sector partners, network-building, management of large teams) skills are effectively nurtured.

SSHRC must continue to be at the forefront of promoting world-class research and engagement in Canada in a number of ways, first and foremost by working closely with Canada's research community to update policies and practices for fostering research excellence. As the premier funder of social sciences and humanities research in Canada, SSHRC must also ensure its assessment criteria and merit review processes evolve in keeping with the changing character of research excellence. Finally, because research excellence is defined in an international context, Canadian social sciences and humanities research must be increasingly connected to global research networks and contribute to global research agendas.

What progress has been made toward this priority?

For plans to promote the skills, tools and infrastructure necessary for excellence in research and research training, in 2014–15, SSHRC continued to work with the other two federal research funding agencies, CIHR and NSERC, to develop policies to strengthen and support a well-functioning digital infrastructure ecosystem for research and innovation, including policies on open access and research data management. To support these plans, SSHRC did the following:

- Developed the Canada First Research Excellence Fund program:
  - The new program was launched in December, and Canadian institutions submitted proposals for the first of two inaugural competitions.

- Coordinated tri-agency activities related to data management
  - A comprehensive brief on research data management policies (domestic and international) was completed. A draft statement of principles of good data management is being finalized for consultations that will take place in 2015–16. Communication and engagement activities were pursued throughout 2014–15 and will continue in 2015–16. The three federal research funding agencies are coordinating this policy initiative with

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

government-wide working groups in support of commitments made in Canada's Action Plan on Open Government 2014-16[i] and the new Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation 2014.[ii]

- Developed a joint funding program in the area of digital scholarship within the Trans-Atlantic Platform (T-AP):
  - T-AP partners are developing a joint funding program on digital scholarship, in collaboration with the Digging into Data Challenge. The steering committee agreed to pursue this collaboration in January 2015, when the T-AP conducted a workshop to discuss the scientific focus of the pilot. The T-AP aims to announce the call for proposals in early 2016.

- Worked with CIHR and NSERC on a harmonized tri-agency policy on open access, designed to improve access to the published results of agency-funded research, and to increase the dissemination and exchange of research results:
  - The Tri-Agency Open Access Policy on Publications was launched in February 2015 and will apply to grants awarded as of May 1, 2015. Tri-agency and SSHRC-specific implementation plans have been approved and communication and awareness activities (webinars, FAQs, presentations, etc.) are planned for early 2015–16.

Priority	Type	Strategic Outcome
Work with Canadian postsecondary institutions and other organizations to build a 21st-century research and training environment in the humanities and social sciences	Previously committed to	1

Summary of Progress

Excellence in research and research training do not occur in a vacuum—they require an enabling and fertile environment. This environment includes institutions (postsecondary institutions, in particular), as well as a number of other structures, policies and supports. SSHRC, along with other federal and provincial funders of research, plays an important part in Canada's research and research training environment.

But, the nature of research and scholarship is changing—as are Canada's postsecondary campuses. Researchers and students are increasingly asking questions and addressing them in ways that challenge established disciplinary boundaries. Many research fields are seeing an increase in scale: massive datasets in all disciplines are increasingly common, as well as larger and more diverse research teams—with members from a wide variety of fields—that are well positioned to tackle more sophisticated challenges. Research that engages communities and the public, private and not-for-profit sectors is now common on campuses from coast to coast. And, there is a growing appetite within both academic and non-academic sectors to see, access and use the knowledge and understanding that results from research. The structures that comprise Canada's research and training environment therefore need to change as well. SSHRC must assist our postsecondary institutions to adapt to ensure Canada can continue to provide the supportive environment in which researchers can do excellent work and new talent can be trained with advanced research skills, while, at the same time, through development of appropriate achievement-measurement tools, ensure that change is successfully implemented.

In light of this, SSHRC first embarked on the renewal of its programming a few years ago, to harmonize business processes and procedures across funding opportunities, with a view to creating a more flexible and effective system of application and assessment to support the most promising students and the best researchers, and to mobilize social sciences and humanities research knowledge. As part of the process of continuous improvement, SSHRC is now committed to further streamlining and simplifying the application process through the use of technology. SSHRC's new grants management system will provide a single point of entry for participants, and will be used to manage the whole range of processes, from application and merit review processes to reporting on results.

What progress has been made toward this priority?

For plans to facilitate world-class research and research training and enable innovation in program delivery, SSHRC continued to improve the user experience, streamline business processes and replace aging technologies through the continuing, phased implementation of the Research Portal, its new grants management system launched with NSERC. To support these plans, in 2014–15, SSHRC did the following:

- Enhanced Research Portal functions:
  - Developed and validated the financial and post-award administration functions to support funding opportunities in the Research Portal.
  - Developed requirements and testing for Research Portal functions related to corporate operations.
- Ensured cross-agency coordination for Research Portal project planning and implementation:
  - As the liaison between project teams and SSHRC or NSERC staff, a Business Coordination Team has developed tools to track project teams' progress. Consultations with key stakeholders identified a number of issues and their solutions.
  - Where feasible, harmonization opportunities are being pursued with NSERC, for example, for Responsible Conduct of Research sanctions.
- Undertook a strategic review and business plan update for the Canadian Common CV (CCV):
  - The CCV Board of Directors approved the final report findings and recommendations. The Board agreed to dedicate more resources to the CCV, including a dedicated Executive Director. When hired, the new Executive Director will be responsible for reviewing the consultant's report findings and recommendations and preparing a plan for the implementation of the recommendations.

Priority	Type	Strategic Outcome
Position knowledge and expertise about human thought and behaviour to bring maximal benefits to Canada and the world	Previously committed to	1
Summary of Progress		
The benefits of social sciences and humanities research can be seen in every aspect of Canadian society, from assisting the development, and assessing the impact, of the laws and policies passed by our governments, to the successful implementation of business innovation strategies, the training of the next generation of leaders and the revision of the curricula used in our elementary and secondary school classrooms. While it is clear that SSHRC funding is contributing to so many facets of life in communities		

across Canada and around the world, Canada's social sciences and humanities knowledge and expertise must be actively stewarded for its benefits to be sustained and available to its citizens.

SSHRC, in partnership with the research community, has a responsibility to ensure that the benefits of research and talent development are realized as fully as possible. We must encourage opportunities for the social sciences and humanities to contribute to national debate; address the challenges of today and tomorrow; and produce new knowledge and understanding of intellectual, economic, social and cultural value. This must be done for the benefit of not only Canada, but also the world.

What progress has been made toward this priority?

For plans to support research and talent development in important future challenge areas for Canada, in 2014–15, SSHRC did the following:

- Through its Imagining Canada's Future[iii] initiative, selected six future challenge areas that are likely to emerge in five, 10 and 20 years, and to which the social sciences and humanities research community could contribute its knowledge, talent and expertise.
  - Developed and implemented a strategy for integrating these six future challenge areas within its programming and corporate activities.
  - Expanded cross-sectoral collaboration and forged innovative partnerships through extensive external engagement with key stakeholders, including the research community, government, private and not-for profit sectors. In support of this, a Knowledge Synthesis Grants competition was launched to look into new ways of learning with the goal of identifying the most effective curriculum, methods of learning and teaching to prepare Canadians for the 21st century, create jobs, continue economic growth and promote long-term prosperity.

Priority	Type	Strategic Outcomes
Improve SSHRC's governance, management and service delivery, focusing on results for Canadians	Previously committed to	1 2

Summary of Progress

SSHRC has been undertaking measures to improve its corporate governance and management structures, such that it is now recognized as a leader among organizations of its type, both nationally and internationally. It has also worked to effectively manage and ensure the continued and substantial contribution of the thousands of research community members who provide immense in-kind benefit to SSHRC's grant review operation. These changes are enabling an even more streamlined and rigorous approach to corporate planning and reporting, and are enhancing SSHRC's effectiveness as an organization that delivers results in the most efficient manner possible for Canadians.

What progress has been made toward this priority?

For plans to improve governance and management practices by building stronger links between strategic, operational, financial and human resources planning, SSHRC implemented a process for the promotion of project management principles within governance and planning processes.

To support its plans to strengthen its functional authorities and accountabilities and improve its business processes and systems, in 2014–15, SSHRC did the following:

- Assessed how reorganization and new initiatives affected governance mechanisms, roles and responsibilities, and adjusted as necessary:
  - An assessment of internal governance effectiveness was conducted and will be followed by an action plan for areas identified for improvement.
- Developed staff training materials on financial and contracting authorities delegation instruments, with formal training to be delivered early in 2015–16.
- Enhanced the financial resource management framework by adding tools and reports useful to decision-making:
  - The process for developing Treasury Board Submissions and Memorandums to Cabinet now requires the Chief Financial Officer to sign a formal attestation of the financial analysis in these documents.
  - Employees preparing the financial components of corporate documents now have a costing methodology and questionnaires to help guide them.

For its plans to enhance service delivery for operational effectiveness and improve client services, SSHRC participated in the federal government's shared systems and services initiative, which uses an SAP platform, and transitioned to the government-wide PeopleSoft platform for human resources management. To support these plans, in 2014–15, SSHRC did the following:

- Reviewed staffing policy in light of the adoption of the Common Human Resources Business Processes, the online job applicant tracking system and other leading practices:
  - An impact analysis of process changes for the implementation of MY GC HR (PeopleSoft 9.1) was completed. The central agencies have delayed its implementation to winter 2015–16. A review of the SSHRC Staffing Policy is scheduled for 2015–16.
- Created multisystem reports for budget management of information and processes held in different systems.
  - An enhanced budget report, including training on how to interpret it, was delivered. An updated financial management report includes financial data from the Research Portal.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Implementing Information Technology Innovation	To align the information technology project prioritization exercise with the integrated planning process, new tools were implemented in fall 2014, including automatic email notifications for support requests and quarterly technology usage reports for senior management.	Strategic Outcome 1
Managing Business Transformation	As a first step in the plan to align SSHRC's competencies with the organization's long-term objectives, key leadership competencies were adopted for employees at all levels. SSHRC took steps to improve the governance and strengthen decision-making, accountability and oversight provisions of the Research Portal project by clarifying roles, replacing the Steering Committee with the Research Portal Executive Committee at the vice-president level, creating a Business Coordination Team, updating the terms of reference for both committees, and hiring a Project Director.	Strategic Outcome 1
Merit Review	To increase transparency of SSHRC's merit review process by making more information publicly available, SSHRC developed new content for program literature. Discussions on the best vehicle for communications are ongoing.	Strategic Outcome 1

SSHRC administers a significant budget—roughly $356 million for SSHRC programs and $341 million for the Research Support Fund. Despite the size of this budget, the overall level of risk to the organization is low in terms of continuity of government operations, the maintenance of services to and protection of interests of the Canadian public, and the safety and security of the Canadian public.

SSHRC has adopted an integrated risk management framework, which provides a comprehensive view of corporate risks, and assigns responsibility for their management and mitigation. The approach is part of SSHRC's annual planning cycle, which integrates priority-setting, resource allocation and risk management. This approach aligns with the Treasury Board Framework for

the Management of Risk. As part of its annual planning cycle, SSHRC reviewed and updated its Corporate Risk Profile and Corporate Risk Management Framework in 2014–15, to ensure that each risk would be systematically monitored by senior management. The framework integrates the results of the Corporate Risk Profile, while identifying triggers, controls and mitigation strategies for each risk. It also outlines processes and expectations for the ongoing monitoring and reporting of risks within SSHRC's integrated planning cycle.

Through the review of the Corporate Risk Profile, three risks were deemed to fall outside of management's risk tolerance threshold, and to require dedicated resources and more rigorous monitoring and follow-up. These risks, identified in the 2014–15 RPP, and the response strategies used to mitigate them, are presented in the above table.

Actual Expenditures

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	Difference (actual minus planned)
691,750,165	691,750,165	716,705,066	712,926,648	21,176,483*

* The difference between planned and actual spending is explained by additional funds from Budget 2014 for Advanced Research ($7 million) and the Research Support Fund ($9 million), as well as increases to the Centres of Excellence in Commercialization and Research ($5 million).

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
207	207	0

Budgetary Performance Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs and Internal Services	2014–15 Main Estimates	2014–15 Planned Spending*	2015–16 Planned Spending*	2016–17 Planned Spending*	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)**	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)
Strategic Outcome 1: Canada is a world leader in social sciences and humanities research and research training								
1.1 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	173,584,311	173,584,311	172,986,882	172,967,450	173,584,377	168,129,181	170,656,178	172,287,320
1.2 Insight: new knowledge in the social sciences and humanities	142,782,747	142,782,747	156,464,015	156,329,531	152,905,158	154,341,344	143,601,012	139,741,893
1.3 Connection: mobilization of social sciences and humanities knowledge	27,204,962	27,204,962	30,226,183	28,991,148	32,288,661	33,309,316	34,556,118	35,544,201
Strategic Outcome 1 Subtotal	343,572,020	343,572,020	359,677,080	358,288,129	358,778,196	355,779,841	348,813,308	347,573,414
Strategic Outcome 2: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health								
2.1 Indirect Costs of Research	332,572,946	332,572,946	341,686,408	341,684,953	340,731,013	340,902,057	331,845,665	332,129,423
Strategic Outcome 2 Subtotal	332,572,946	332,572,946	341,686,408	341,684,953	340,731,013	340,902,057	331,845,665	332,129,423
Internal Services Subtotal	15,605,199	15,605,199	15,726,364	15,645,596	17,195,857	16,244,750	15,060,465	16,722,87
Total* **	691,750,165	691,750,165	717,089,852	715,618,678	716,705,066	712,926,648	695,719,438	696,425,709

*Planned spending does not reflect future budget decisions.

** The difference between planned and actual spending is explained by additional funds from Budget 2014 for Advanced Research ($7 million) and the Research Support Fund ($9 million), as well as increases to the Centres of Excellence for Commercialization and Research ($5 million).

***Columns may not sum to total amounts shown due to hidden decimals.

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2014–15 Actual Spending With the Whole-of-Government Framework[iv] (dollars)

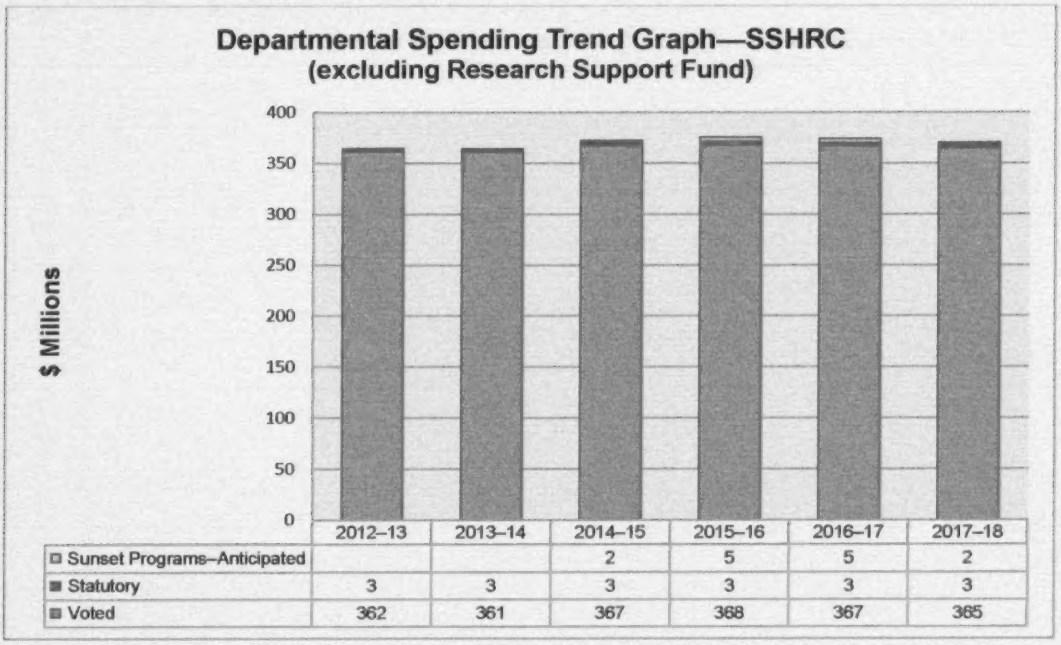
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Actual Spending
Canada is a world leader in social sciences and humanities research and research training	1.1 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	Economic Affairs	An innovative and knowledge-based economy	168,129,181
	1.2 Insight: new knowledge in the social sciences and humanities	Economic Affairs	An innovative and knowledge-based economy	154,341,344
	1.3 Connection: mobilization of social sciences and humanities knowledge	Economic Affairs	An innovative and knowledge-based economy	33,309,316
Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health	2.1 Indirect Costs of Research	Economic Affairs	An innovative and knowledge-based economy	340,902,057

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs	676,144,966	696,681,898
Social affairs	N/A	N/A
International affairs	N/A	N/A
Government affairs	N/A	N/A

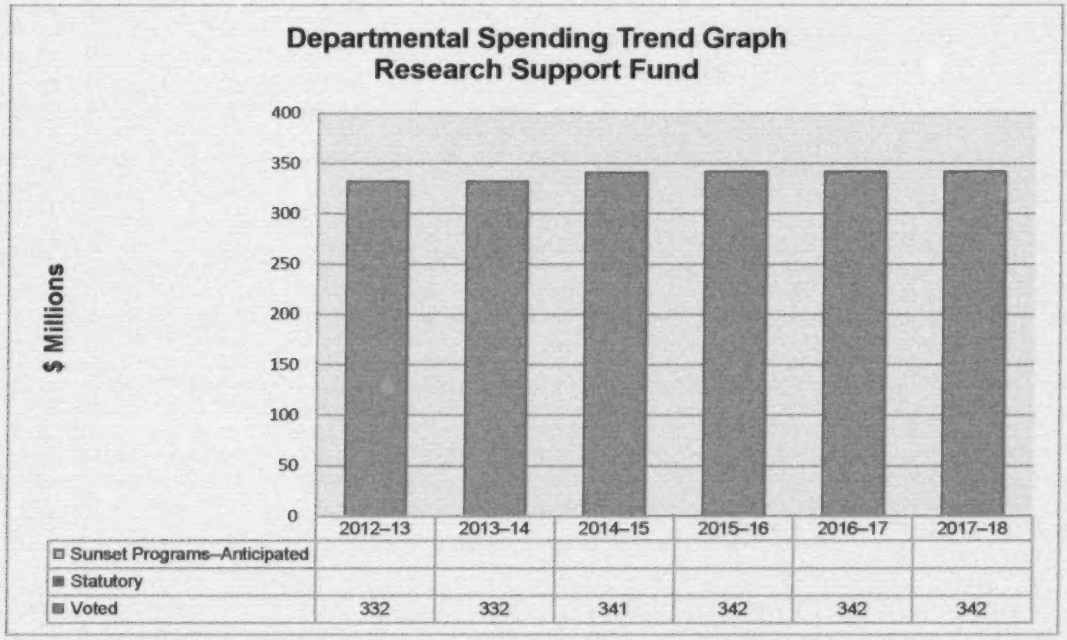
Note: While SSHRC funding spans multiple categories, it primarily falls under the spending area of Economic affairs, as per official Treasury Board guidelines.

Departmental Spending Trend



The modest drop in spending from 2012–13 to 2013–14 reflects ongoing savings achieved through improved efficiency, offset by funds provided to strengthen research partnerships between postsecondary institutions and industry (Budget 2013). Since 2013–14, variations in the spending profile are largely due to additional funds to support advanced research in the social sciences and humanities (Budget 2014) and a pilot initiative for social innovation that Budget 2014 identified for sunsetting.

The Canada First Research Excellence Fund (Budget 2014) and additional investments for Partnership Grants announced in Budget 2015 are not included in planned spending.



The Research Support Fund's spending profile reflects the funds provided by Budget 2014 but does not include the additional Budget 2015 funds starting in 2016–17.

Expenditures by Vote

For information on SSHRC's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2015*,[v] which is available on the Public Works and Government Services Canada website.[vi]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome 1: Canada is a world leader in social sciences and humanities research and research training

Performance Measurement

Performance Indicators	Targets	Actual Results
Canada's ARC (average relative citations) for social sciences and humanities ranks among the 10 leading countries	10	5

Average relative citations are a measure of the frequency of citation of publications. The scores are normalized by field of research. In *The State of Science and Technology in Canada, 2012*,[vii] the Council of Canadian Academies looked at Canada's research impact using average relative citation scores. The report revealed that Canada ranked fifth out of the top 19 countries in the general arts, humanities and social sciences field of research. Of note, Canada ranked first in the subfields of criminology and classics, and second in the subfield of general psychology and cognitive sciences, as well as second in the subfield titled history of social sciences.

Program 1.1: Talent: attraction, retention and development of students and researchers in the social sciences and humanities

Description

This program provides support to graduate students and postdoctoral fellows in the form of fellowships, and to research chairs in postsecondary institutions that cover salary and research funding. This program is key in attracting, retaining and developing talent in the social sciences and humanities; to cultivating leaders within academia and across the public, private and not-for-profit sectors; and to building centres of world-class research excellence at Canadian postsecondary institutions. The program brands Canada as a top destination for research and research training.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
173,584,311	173,584,311	173,584,377	168,129,181	-5,455,130

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
40	40	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
SSHRC-funded scholarship and fellowship recipients are employed in positions of leadership, research, management, etc., in Canada and internationally	Employment rates (in percentage) of SSHRC-funded master's students	45	47
	Employment rates (in percentage) of SSHRC-funded doctoral students	85	93
	Employment rates (in percentage) of SSHRC-funded postdoctoral students	90	94

Performance Analysis and Lessons Learned

Talent funding constituted 47 per cent of SSHRC's grant expenditures in 2014–15 under Strategic Outcome 1. The scholarships, fellowships and chairs offered under the Talent program are key to attracting, retaining and developing students and researchers in the social sciences and humanities.

The 2011–12 SSHRC Scholarships and Fellowships Survey revealed that the majority of former recipients perceived the opportunities offered by the award as the most important influence on their research and career path. The survey assessed the career progression of a cohort of SSHRC Canada Graduate Scholarships master's scholars and SSHRC doctoral and postdoctoral fellowship recipients, to compare trends in employment. The survey included Canada Graduate Scholarships master's scholars who received their award in 2004, SSHRC doctoral recipients from 2000 to 2002, and SSHRC postdoctoral recipients from 2002 to 2004. The majority of doctoral and postdoctoral fellowship recipients were employed at the time of the survey. The rate of employment for the Canada Graduate Scholarships master's recipients was 47 per cent; however, almost 45 per cent of the Canada Graduate Scholarships master's recipients were not employed because they were pursuing doctoral or postdoctoral studies. Nearly 92 per cent of postdoctoral fellowship recipients and about 85 per cent of doctoral fellowship recipients had found employment at a university or college. Canada Graduate Scholarships master's recipients were more diversely employed—in universities (41 per cent), the public sector (25 per cent), the private sector (15 per cent) and the not-for-profit sector (13 per cent).

In 2014–15, SSHRC awarded the first grant for partnered research training initiatives under Talent, one of 18 Partnership Grants funded. Two other letters of intent were approved, but were unsuccessful at the full proposal stage. Three Talent letter-of-intent applications were invited to the second stage in April 2015. These partnerships are designed to support the creation of innovative approaches that enrich research training experiences for students and postdoctoral researchers, while facilitating their transition to academic or non-academic workplace settings.

Sub-Program 1.1.1: Canada Research Chairs

Description

This program provides support to research chairs in the form of salary and research funding, to attract and retain talent in the social sciences and humanities. National and international researchers can be chairholders. This program is necessary in order to strengthen research excellence, improve research training of highly qualified personnel, improve universities' capacity to generate and apply new knowledge, and promote the best possible use of research resources through strategic institutional planning and collaboration among institutions and between sectors. Tier 1 Canada Research Chairs have a value of $200,000 per year, and Tier 2 Canada Research Chairs have a value of $100,000 per year. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
55,942,503	51,935,661	-4,006,842*

* The difference between planned and actual spending relates to 5 to 10 per cent of chairs not being filled at any given point, due to normal turnover of incumbents.

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
13	13	0

Performance Results

Expected Results	Performance Indicators	Target	Actual Result
World-class research is enhanced in Canadian universities, through the attraction and retention of excellent researchers	Percentage of institutions that found the Canada Research Chairs Program important or very important in their ability to support the existing research teams / research clusters / research centres	90	92

Performance Analysis and Lessons Learned

At the end of March 2015, Canada Research Chairs in the social sciences and humanities were held by 351 individuals, comprising 140 Tier 1 chairholders and 211 Tier 2 chairholders at 76 universities. Through their institutional annual reports, 92 per cent of universities reported that the Canada Research Chairs Program was important or very important to their ability to support existing research centres and research clusters, and 85 per cent also indicated that the program was important or very important to the creation of new research clusters and research centres. The 10th-year evaluation of the program[viii] concluded that, overall, the program "supported increases in national and international scientific collaboration," with social sciences and humanities chairholders among those who feel most positively about the effects of the program on their collaborative activities. In addition, a 2011 qualitative and quantitative analysis of the annual reports produced by social sciences and humanities chairholders revealed that 97 per cent of chairholders undertake international collaboration with university researchers around the world, 63 per cent collaborate with not-for-profit organizations in Canada or abroad, 55 per cent work with Canadian and international governmental organizations, and 41 per cent work with private sector organizations. The same study found that, on average, each chairholder in the humanities and social sciences employed, trained or supervised more than 10 highly qualified personnel within the context of their research. Overall, chairholders supervised more than 1,500 doctoral students, averaging nearly five per chair. The November 2012 Canada Research Chairs Program internal audit showed that the program operates within a well-defined, well-established framework, facilitating effective program delivery.

In 2014–15, the Chairs Information Management System Database was migrated from an external host to SSHRC's system. Besides supporting continued security and integrity of the program's data, the changeover addressed recommendations for improvements to internal controls made in the 2012 audit of the Canada Research Chairs Program.

Sub-Program 1.1.2: Canada Graduate Scholarships

Description

This program provides scholarships to Canadian master's and doctoral students in the social sciences and humanities who demonstrate a high standard of achievement in their undergraduate and graduate studies. The program is necessary in order for graduate students to develop the research skills needed to become highly qualified personnel and research leaders of the future. Scholarships are tenable only at eligible Canadian universities; master's scholarships are worth $17,500 (one payment for 12 months) and doctoral scholarships $35,000 per year (for 36 months). This program uses funding from the following transfer payment: Canada Graduate Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
70,580,052	70,415,295	-164,757

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
16	16	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Increased supply of highly qualified personnel to the academic, public, not-for-profit, and private sectors	Percentage of Canada Graduate Scholarships-supported students completing their degree	90	97 (Master's) 93 (Doctoral)
	Time to degree completion of doctoral recipients of a Canada Graduate Scholarship (less than X number of years)	6	5.1 (median)

Performance Analysis and Lessons Learned

In 2014–15, SSHRC awarded 1,294 master's scholarships and 430 doctoral scholarships through the Joseph-Armand Bombardier Canada Graduate Scholarships funding opportunity. The 2011–12 SSHRC Scholarships and Fellowships survey looked at the SSHRC Canada Graduate

Scholarships master's cohort from 2004 and revealed that over 97 per cent of respondents completed their graduate degree or research program, and that the median time to completion was just under two years. Of the doctoral cohort from 2000–02, 93 per cent of respondents completed their graduate degree or research program and the median time to completion was just over five years. Canada Graduate Scholarships master's respondents also reported satisfaction with different facets of their program: 77 per cent were satisfied with their overall experience; 78 per cent were satisfied with the opportunity to conduct research; and 75 per cent were satisfied with the quality of the teaching. The next evaluation of the Canada Graduate Scholarships program will be completed in 2015–16.

In *The State of Science and Technology in Canada, 2012*, the Council of Canadian Academies noted that Canada ranks first among Organisation for Economic Co–operation and Development (OECD) countries for percentage of the population having completed postsecondary education (college or university). At the doctoral level, Canada ranks eighth for number of doctoral students per thousand of population. The report also noted that "from 2005 to 2009, the number of doctoral graduates from Canadian institutions grew substantially, with the largest percentage growth [32.2 per cent] among comparable OECD countries."

Guiding principles have been approved as the three federal research funding agencies continued to pursue the harmonization of the Canada Graduate Scholarships doctoral funding opportunity in order to simplify the application and adjudication processes, as well as harmonize post-award policies for all scholarships.

Fall 2015 will mark the first time the annual Canada Graduate Scholarships competition will include scholarships in honour of Nelson Mandela. These scholarships—up to 10 master's and up to 10 doctoral—will recognize gifted Canadian graduate students, and help them study subjects that marked the South African leader's life.

Sub-Program 1.1.3: Vanier Canada Graduate Scholarships

Description

This program provides scholarships to doctoral students in the social sciences and humanities who demonstrate an exceptionally high standard of achievement and leadership potential. This program is necessary to attract outstanding doctoral students from abroad, and to retain top Canadian doctoral students, to help build world-class research capacity. The program brands Canada as a venue for excellent research, and encourages scholarship recipients to stay and lead the next generation of researchers in Canada. Canadian and international students are eligible to be nominated for a Vanier scholarship, which is valued at $50,000 per year for three years,

offering a value and prestige comparable to other internationally recognized scholarship programs. This program uses funding from the following transfer payment: Vanier Canada Graduate Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
8,487,789	8,217,810	-269,979

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
2	2	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Compete worldwide for premier doctoral students, to build world-class research capacity in Canada	Expert review of quality of the pool of applicants, as measured by percent of fundable applications for a given competition year	40	35
	Number of international students who were awarded a Vanier Canada Graduate Scholarship	15	24

Performance Analysis and Lessons Learned

The Vanier Canada Graduate Scholarships (Vanier CGS) program attracts and retains world-class doctoral students and helps establish Canada as a global centre of excellence in research and higher learning. SSHRC funded 55 new Vanier scholars in 2014–15, 24 of which were awarded to foreign citizens. In this competition, 33 per cent of the candidates put forward by universities in the humanities and social sciences were from outside of Canada.

In 2014–15, the Vanier CGS program underwent its first evaluation, which was led by CIHR in partnership with NSERC and SSHRC. The evaluation identified some challenges including the program's ability to attract and recruit students from outside of Canada. The evaluation recommended that a portion of nomination allocations be reserved for foreign students moving

forward. Changes to the three-year cycle allocation and application processes were also recommended to enable the Vanier CGS program to better meet its objective of attracting and recruiting world-class doctoral students to Canadian universities. The agencies changed the allocation of the program to an annual quota, and clearer definitions and guidelines were developed to be included in the June 2015 launch.

The program is administered by the Vanier-Banting Secretariat representing Canada's three federal research granting agencies. The secretariat is housed within CIHR. The secretariat continues to work on improvements related to the timing of the program and the recruitment of foreign students to the program.

Sub-Program 1.1.4: Banting Postdoctoral Fellowships

Description

This program provides fellowships to top-tier postdoctoral researchers in the social sciences and humanities from Canada and around the world, enabling them to pursue research opportunities at Canadian postsecondary institutions. A limited number of fellowships are also awarded to top-ranking individuals who have completed a PhD in Canada, to pursue research opportunities at foreign institutions. These prestigious two-year fellowships, valued at $70,000 per year, aim to reinforce Canada's standing as a global player in research, and as a destination of choice for promising researchers at an early stage in their careers. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
3,611,570	3,130,372	-481,198

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
1	1	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Compete worldwide for premier postdoctoral researchers, to build world-class research capacity in Canada	Expert review of quality of the pool of applicants, as measured by percent of fundable applications (for a given competition year)	25	23
	Number of international postdoctoral researchers or equivalent who were awarded a Banting Postdoctoral Fellowship	10	8

Performance Analysis and Lessons Learned

The Banting Postdoctoral Fellowships Program aims to attract and retain top-tier postdoctoral talent, both nationally and internationally. By developing their leadership potential and being positioned for success as research leaders of tomorrow, fellowship holders are positively contributing to Canada's economic, social and research-based growth through research-intensive careers. SSHRC funded 23 new Banting Postdoctoral Fellowship awards in 2014–15, eight of which were awarded to foreign citizens. In this competition, 34 per cent of the candidates put forward by universities in the humanities and social sciences were from outside of Canada.

The program is administered by the Vanier-Banting Secretariat representing Canada's three federal research granting agencies. The secretariat is housed within CIHR. The performance measurement strategy for the program was approved in December 2013. The first evaluation of the program is under way and expected to be completed in 2015–16.

Sub-Program 1.1.5: SSHRC Doctoral and Postdoctoral Fellowships

Description

This program provides fellowships to doctoral students and postdoctoral researchers with a demonstrated record of achievement in their studies and research skills. This program is necessary to support the training of highly qualified personnel, develop and retain the best and most promising research talent in the social sciences and humanities, and expand the research qualifications of emerging scholars of the highest potential at an important time in their research careers. Doctoral Fellowships are valued at $20,000 per year for between 12 and 48 months, and are tenable at any recognized university in Canada or abroad. Postdoctoral Fellowships are valued at $38,000 per year for 12 or 24 months, and are tenable at Canadian or foreign universities and research institutions, and provide stipendiary support to nontenured PhD graduates to undertake new research, publish research findings, develop and expand personal research networks, broaden teaching experiences, and become competitive in national research

competitions. Doctoral students and postdoctoral researchers who choose to take their fellowships abroad benefit from the opportunity to expand their knowledge and build the international linkages necessary to ensure success in the globalized 21st century. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
34,962,397	34,430,042	-532,355

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
8	8	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Awardees expand their skills (e.g., research, teaching), including through opportunities to gain international experience	Percentage indicating "above average" quality level of the overall research experience (≥4 on a 5-point scale)	80	85
	Percentage of SSHRC Doctoral awardees who study or conduct research abroad	45	48
	Percentage of SSHRC Postdoctoral awardees who study or conduct research abroad	60	62
Awardees disseminate research findings in Canada and abroad	Percentage of awardees who report disseminating research findings beyond dissertation	80	79

Performance Analysis and Lessons Learned

SSHRC funded 580 new doctoral fellowship awards and 184 postdoctoral fellowship awards in 2014–15. The 2011–12 SSHRC Scholarships and Fellowships Survey revealed that 84 per cent of doctoral fellowship respondents reported satisfaction with their experience in the funded program, 90 per cent with the opportunity to conduct research during their program, and 78 per cent with the quality of the teaching in their program. The 2012 evaluation of SSHRC

Postdoctoral Fellowships[ix] confirmed that recipients were satisfied with their experience: over 85 per cent of respondents said the quality of their learning experience was above average to excellent; 84 per cent gave these ratings to their postdoctoral experience; and 72 per cent did so for the quality of the training provided.

The SSHRC Scholarships and Fellowships Survey found that research and/or study abroad was undertaken by 48 per cent of doctoral fellowship recipients and 62 per cent of postdoctoral fellowship recipients.

SSHRC doctoral and postdoctoral fellows are also successful at disseminating their research findings. Based on the 2009 evaluation of SSHRC Doctoral Fellowships, recipients on average did 6.8 conference presentations; and published 1.8 articles and 1.6 research papers, books, book chapters or technical publications. These rates were higher than for students who did not receive the awards. Most postdoctoral researchers also indicated they had published, or were planning to disseminate, the results of their research in peer-reviewed journals and/or conferences (93 per cent), as reported in the 2012 evaluation of the SSHRC Postdoctoral Fellowships funding opportunity.

Based on the 2012 Postdoctoral Fellowships evaluation, and as part of SSHRC's program architecture renewal, SSHRC implemented phase II of the renewal of its SSHRC Postdoctoral Fellowships funding opportunity in 2014–15. One example is the new Institutional Nomination and Commitment form in the postdoctoral application to support effective research training and career development for SSHRC postdoctoral candidates.

Program 1.2: Insight: new knowledge in the social sciences and humanities

Description

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships among the academic, public, private and/or not-for-profit sectors, and to support the building of institutional research capacity. This program is necessary to build knowledge and understanding about people, societies and the world, as well as to inform the search for solutions to societal challenges. The objectives of the program are to build knowledge and understanding from disciplinary, interdisciplinary and/or cross-sectoral perspectives; support new approaches to research on complex and important topics; provide a high-quality research training experience for students; mobilize research knowledge to and from academic and non-academic audiences; and build institutional research capacity. Research supported by the program has the potential to lead to intellectual, cultural, social and economic influence, benefit and impact, and increased

institutional research capacity. International research initiatives that offer outstanding opportunities to advance Canadian research are encouraged. Partnerships can include both Canadian and international partners.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
142,782,747	142,782,747	152,905,158	154,341,344	11,558,597

* The difference between planned and actual spending is due to additional funding announced in Budget 2014 for Advanced Research, to funds transferred from Canadian Heritage for research to inform policy development related to sport participation and to the re-allocation of unused funds from Canada Research Chairs to Insight Grants.

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
37	40	3

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
SSHRC funds excellent social sciences and humanities researchers	Percentage of research projects cited for Canadian and/or international recognition or prizes in a year	15	9
Creation of new/enhanced research knowledge	Average number of research contributions per grant (e.g., peer-reviewed articles, presentations, speeches)	14	13
Additional funding is leveraged to advance research, build capacity and increase intersectoral understanding among partners	Ratio of financial contributions leveraged from formal Partnership Grants ($ leveraged per $ grant)	0.5	0.7
	Ratio of financial contributions leveraged from formal Partnership Development Grants ($ leveraged per $ grant)	0.8	0.8

Performance Analysis and Lessons Learned

In 2014–15, SSHRC invested 43 per cent of its Strategic Outcome 1 grants budget in funding opportunities under its Insight program. This program aims to support and foster excellence in social sciences and humanities research intended to increase understanding of individuals and societies, and to inform the search for solutions to societal challenges. SSHRC-funded researchers are building knowledge and understanding of complex and important topics in the humanities and social sciences, producing an average of 13 research contributions per project. The majority of these are conference papers (25.0 per cent of research contributions), peer-reviewed articles in research journals (25.2 per cent), and books and book chapters (16.4 per cent). SSHRC-funded researchers are also present in the media, radio and television broadcasts, public lectures, and websites. The work of researchers funded through the Insight program is recognized nationally and internationally. A number of funded research projects have been cited for recognition or prizes, and the researchers themselves have won various awards for their books and articles, as well as prestigious prizes such as the Killam Prize.

SSHRC supports many mechanisms for formal partnerships (with financial and/or in-kind contributions from partners) involving partners from the academic, public, private and not-for-profit sectors within Canada and internationally. For every dollar requested through SSHRC, Partnership Grant holders are, on average, leveraging up to $0.69 in cash and in-kind partner contributions. Furthermore, Partnership Development Grant holders are leveraging up to $0.83 through partner contributions.

In 2014–15, SSHRC continued to increase the transparency of its merit review process by making more information publicly available. SSHRC also conducted an internal audit of the Insight Grants funding opportunity[x] to provide assurances that management controls, risk management practices and overall governance arrangements are up to date and effective. The final report was approved by the President in September 2014. A number of actions identified in the Management Response will be completed in 2015–16.

Sub-Program 1.2.1: Individual, team and partnership research grants

Description

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships, including international initiatives. This program is necessary to build knowledge and understanding and develop new research questions from disciplinary, interdisciplinary

and/or cross-sectoral perspectives. It supports initial-stage research, experimentation with new methods, theoretical approaches and/or ideas, research on complex and important topics, including those that transcend the capacity of any one scholar or institution, and ongoing collaboration and mutual learning. Funding ranges from $7,000 to $2.5 million over one to seven years. The program leverages external funding through collaborative partnerships. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
136,769,873	148,330,458	11,560,585*

* The difference between planned and actual spending is due to additional funding announced in Budget 2014 for Advanced Research, funds transferred from Canadian Heritage for research to inform policy development related to sport participation and the re-allocation of unused funds from Canada Research Chairs to Insight Grants.

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
35	38	3*

* The increase in FTEs is explained by additional resources announced in Budget 2014.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Training opportunities for students and postdoctoral fellows that lead to the development of research and professional skills and employment	Percentage of budget spent on students and highly qualified personnel	30	37
Research that builds capacity in government-identified priority areas to society in Canada and the world	Percentage of applications received in government-identified priority areas	30	32
Partners are involved in the intellectual leadership and governance of social sciences and humanities research in Canada	Number of partners per Partnership Grant	20	18
	Number of partners per Partnership Development Grant	5	5

Performance Analysis and Lessons Learned

SSHRC funded 466 Insight Grants and 286 Insight Development Grants in 2014–15. Thirty-two per cent of applications involved government-identified priority areas, as follows: Aboriginal (4.1 per cent); Environment (4.1 per cent); Digital (7.5 per cent); North (0.2 per cent); Management, Business and Finance (15.9 per cent); and more than one priority area (6.5 per cent). The Insight program also aims to provide a high-quality training experience for students—37 per cent of the grants were spent on training and skills development for students and postdoctoral researchers in 2014–15.

In 2014–15, SSHRC awarded 16 new Partnership Grants, involving 254 distinct partners; and 48 Partnership Development Grants, involving 205 distinct partners. Partners were from various sectors: government (16 per cent), industry (12 per cent), not-for-profit organizations (37 per cent) and postsecondary institutions (36 per cent).

Efforts to strengthen industry involvement within partnerships included webinars, outreach activities and industry representatives in the merit review process. Partnership proposals were reviewed by multidisciplinary and multisectoral committees. Overall, industry partners were involved in 28 per cent of the new partnerships awarded funding in 2014–15.

In 2014, SSHRC commissioned a study aimed at enhancing the engagement of industry partners in social sciences and humanities research partnerships as outlined in Budget 2013. The final report includes recommendations to overcome barriers to academic-industry partnerships and discusses some promising practices. An action plan is being developed to address institutional, program and project design challenges that limit the involvement of industry in partnerships.

The Community and College Social Innovation Fund was launched in November 2014. SSHRC received 85 applications from 46 institutions to be adjudicated by May 2015.

Planning for the Insight Grants evaluation was completed and the design report presented for approval in April 2015.

SSHRC continued to transition the Insight Development Grants funding opportunity to the new grants management system. For the 2015 competition, all applications were submitted via the Research Portal and key enhancements to the application form were made (e.g., to help identify emerging scholars).

Sub-Program 1.2.2: Institutional research capacity grants

Description

This program provides grants to Canadian postsecondary institutions for the development of research capacity in the social sciences and humanities. This program is intended to increase research excellence and strengthen research capacity by covering expenses that include the start-up costs of research centres, support for visiting scholars (travel and stipend), help for emerging scholars to become competitive in national-level grants competitions, and support for national and international dissemination and collaboration. Funding ranges from $5,000 to $30,000 per year for a maximum of three years. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
6,012,874	6,010,886	-1,988

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
2	2	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Eligible Canadian universities develop, increase or strengthen research excellence and capacity in the social sciences and humanities	Percentage of Aid to Small Universities program recipients reporting that the activities undertaken through grant funds assisted them in becoming competitive in other grant competitions	75	82
	Percentage of SSHRC Institutional Grants program recipients reporting that the activities undertaken through grant funds assisted them in becoming more competitive in other grant competitions	70	70

Performance Analysis and Lessons Learned

Two funding opportunities are offered under this sub-program. The Aid to Small Universities funding opportunity enables small postsecondary institutions to develop and strengthen research capacity in the social sciences and humanities. The SSHRC Institutional Grants funding opportunity helps Canadian postsecondary institutions to develop, increase or strengthen research excellence in the social sciences and humanities. These funding opportunities are offered on a three-year cycle. Through the most recent competition, for the 2011–14 period, 79 SSHRC Institutional Grants and 21 Aid to Small Universities grants were awarded to Canadian postsecondary institutions.

SSHRC refined the merit review process for the SSHRC Institutional Grants funding opportunity, and publicized the changes before implementing them. A committee of six senior administrators/ researchers with administrative experience adopted a formative approach for this first round given that the evaluation criteria and application instructions were new. For the first time, institutions will receive feedback as appropriate. All eligible applications will receive funding. Committee members provided useful suggestions to improve the form and criteria for the next round in 2018.

Program 1.3: Connection: mobilization of social sciences and humanities knowledge

Description

This program provides funding (grants and operational) to support the multidirectional flow, exchange and co-creation of knowledge in the social sciences and humanities among researchers and diverse groups of policy-makers, business leaders, community groups, educators and the media, working as individuals, in teams, in formal partnerships and in networks. This program is necessary to help stimulate leading-edge, internationally competitive research in areas critical to Canada; build multisectoral partnerships; and accelerate the use of multidisciplinary research results by organizations that can harness them for Canadian economic and social development. The program increases the availability and use of social sciences and humanities research knowledge among academic and non-academic audiences; supports the building of reciprocal relationships, networks and tools designed to facilitate scholarly work; and makes such networks and tools more accessible to non-academic audiences. The funding opportunities offered in this program are intended to complement activities funded through the Talent and Insight programs.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
27,204,962	27,204,962	32,288,661	33,309,316	6,104,354

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
14	14	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Partners and researchers benefit from linkages and mobilizing knowledge within and across their respective sectors	Percentage of researchers and partners indicating their partnership to be "quite successful" (≥4 on a 5-point scale)	60	Not available
Additional funding is leveraged to mobilize knowledge in social sciences and humanities	Ratio of financial contributions leveraged from Connection grants ($ leveraged per $ grant)	0.35	1.2*

* This ratio is based on application data and includes cash and in-kind contributions.

Performance Analysis and Lessons Learned

In 2014–15, Connection program funding constituted 9 per cent of SSHRC's grant expenditures under Strategic Outcome 1. SSHRC's support for knowledge mobilization activities enhances access to, and maximizes the impact of, publicly funded research in the social sciences and humanities. In addition, SSHRC continued its integration of knowledge mobilization activities across its suite of programs, so that Canadian and international policy-makers, business and community leaders, educators, media representatives, and countless others benefit from SSHRC-funded activities. Activities include the publication of scholarly journals and books; organization of and participation in events to discuss, compare and plan research activities; the honouring and recognition of researchers, graduate students and postdoctoral fellows whose contributions to research have enriched Canadian society; and the development of large-scale, virtual research networks that bring together partners from academia, industry, government and not-for-profit organizations.

The 2013 evaluation of SSHRC's knowledge mobilization funding opportunities[xi] revealed that SSHRC's knowledge mobilization funding opportunities were very successful in creating partnerships and networks, and involve a large array of contributors, including Aboriginal associations, museums, not-for-profit organizations, private business enterprises and different levels of government. Every dollar awarded by SSHRC through its Connection Grants funding opportunity in 2014–15 yielded a commitment of $1.20 in combined cash and in-kind contributions.

In response to one of the evaluation recommendations, SSHRC updated the objectives and expected outcomes of its knowledge mobilization activities by developing and validating an updated definition of knowledge mobilization, tactics and deliverables with key internal and external stakeholders. Communications and engagement activities and the development of guidelines for the research community are expected to be completed in 2015–16.

Launched in early 2015 as part of the Imagining Canada's Future initiative, the most recent Knowledge Synthesis Grants funding opportunity asked applicants to consider what insights social sciences and humanities research can contribute to the question: What new ways of learning, particularly in higher education, will Canadians need to thrive in an evolving society and labour market? SSHRC received 89 applications for this competition, and 20 grants were awarded.

Sub-Program 1.3.1: Individual, team and partnership knowledge mobilization grants

Description

This program provides grants to support the knowledge mobilization activities of scholars and researchers working as individuals, in teams, and in formal partnerships with the academic, public, private and/or not-for-profit sectors. This program is necessary to build links between the social sciences and humanities research community and potential users of research, to maximize the impact of research beyond academia and allow for fruitful exchanges and the multidirectional flow of knowledge, and to foster an entrepreneurial spirit. Funding opportunities support the dissemination of research results via publications of various types, such as scholarly journals and books; the organization of events for researchers to meet, discuss, compare and plan research activities; and the co-creation, synthesis and application of research knowledge. The program leverages external funding through collaborative knowledge partnerships. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
13,697,211	14,744,197	1,046,986*

* The difference between planned and actual spending is due to the re-allocation of unused funds from Canada Research Chairs to Connection Grant.

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
13	13	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Social sciences and humanities research knowledge is accessible to the academic and non-academic communities in Canada and the world	Percentage of surveyed target audiences who claim access to social sciences and humanities research to at least "some extent" (≥4 on a 5-point scale)	50	Not available*
Social sciences and humanities research knowledge is used by academic and non-academic communities in Canada and the world	Percentage of surveyed target audiences who claim use of social sciences and humanities research at least to "some extent" (≥4 on a 5-point scale)	50	Not available*
Training opportunities for students and postdoctoral fellows that lead to the development of knowledge mobilization skills	Percentage of Connection grant amounts spent on students and highly qualified personnel	15	15

* New reporting tools are under development and are expected to be in place in 2015–16.

Performance Analysis and Lessons Learned

SSHRC awarded 289 Connection Grants in 2014–15. Connection Grants support workshops, colloquiums, conferences, forums, summer institutes or other events or outreach activities that facilitate knowledge exchanges, at all levels, in the social sciences and humanities. Case studies from the 2013 evaluation of SSHRC's knowledge mobilization funding opportunities showed that funded researchers used a variety of approaches to disseminate research knowledge to academic and non-academic audiences. Examples include working and discussion papers, policy

briefs, e-newsletters, conferences and workshops, meetings with senior decision-makers, websites, Twitter feeds, toolkits, teaching and training, and various media coverage. The evaluation also concluded that "there was clear evidence across the case studies of ... grants' contributions to access, uptake and application of research-based knowledge by receptor audiences." Students and postdoctoral fellows interviewed for the evaluation were very enthusiastic about their training in knowledge mobilization: "They especially appreciated opportunities to meet decision- and policy-makers, program deliverers and practitioners, to learn about their worlds and develop understanding and connections that they expect will be useful later in their careers." The evaluation noted, however, that the commitment to and engagement in formal development of knowledge mobilization skills was highly variable. It recommended that training in knowledge mobilization be part of all funding opportunities that contribute to the development of highly qualified personnel.

In 2014–15, SSHRC awarded 144 journals with Aid to Scholarly Journals grants covering one to three years. SSHRC revised this funding opportunity description to encourage open access and the maintenance of digital formats, in keeping with global trends and the principles of open government. Journals will continue to be eligible for support regardless of business model or distribution format. The number of journals using some form of open access business model has made steady progress from 53.7 per cent in 2011 (previous competition) to 63.5 per cent in 2014. As first step toward open access, journals must first publish in electronic format. In 2011, 21 journals that applied for funding published in print only; in 2014, this number decreased to 9.

Sub-Program 1.3.2: Research-based knowledge culture

Description

This program provides support to social sciences and humanities researchers, graduate students, postdoctoral fellows and the organization, in the form of prizes and operations and maintenance funds. This program is necessary to develop and sustain a research-based knowledge culture in the social sciences and humanities, by honouring and bringing recognition to researchers, graduate students and postdoctoral fellows whose originality and outstanding contribution to research have enriched Canadian society; by supporting brokering activities aimed at building capacity in other sectors to engage in social sciences and humanities research activities; and by promoting the use of research knowledge, to the benefit of Canadian society. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
1,487,346	1,475,714	-11,632

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
1	1	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Excellent SSHRC-funded research is promoted as beneficial to Canada, internationally, and to individual researchers' careers	Percentage of prize / special research fellowship recipients indicating that the award has contributed to career development / opportunities / recognition (≥4 on a 5-point scale)	75	80
Awareness of excellent SSHRC-funded research	Percentage of recipients and partner organizations indicating that the recognition and promotion-related activities have contributed to increased visibility and/or profile of recipients (≥4 on a 5-point scale)	75	75

Performance Analysis and Lessons Learned

SSHRC offers prizes to recognize and inspire the highest standards of scholarship. Based on recommendations from a 2012 evaluation,[xii] SSHRC redesigned its prizes and special fellowships, to permit more flexible treatment across SSHRC's program architecture, as well as more appropriate strategic alignment. The new SSHRC Impact Awards were launched in March 2013. In 2014–15, SSHRC awarded five awards to outstanding and high-achieving researchers and students: the Gold Medal for Achievement in Research, the Talent Award, the Insight Award, the Connection Award, and the Partnership Award. Two Molson Prizes, a separate joint initiative with the Canada Council for the Arts, were also awarded in 2014–15.

The 2012 evaluation of SSHRC's prizes and special fellowships concluded that the prizes and special fellowships programs have had a positive impact on career development and

opportunities for recipients. Survey respondents agreed that, to a large extent or to some extent, their prizes contributed to having their research results published in academic publications or venues (88 per cent), extending their research network (73 per cent), and providing opportunities they would otherwise not have had (65 per cent). Three-quarters of key informants, including funding partners, agreed that the prizes program has increased recipient visibility. The survey findings also suggested that the majority of recipients felt their award resulted in additional publishing opportunities and media coverage that may have increased their visibility.

SSHRC conducted outreach activities for the six future challenge areas identified through the Imagining Canada's Future initiative. In addition to increasing awareness of opportunities and fostering dialogue between the research community and the users of research results, SSHRC explored collaboration opportunities within Canada and internationally. A communications plan for 2014–16 has now been approved by management and is being implemented.

Sub-Program 1.3.3: Networks of Centres of Excellence

Description

This program provides support to partners in the form of grants through Canada's three granting agencies. Centres supported through SSHRC focus on social sciences and humanities issues, and support large-scale, virtual research networks that bring together partners from academia, industry, government and not-for-profit organizations. This program comprises the Networks of Centres of Excellence, the Centres of Excellence for Commercialization and Research, and the Business-Led Networks of Centres of Excellence. This program is necessary to harness the creativity and inventiveness of the best minds in various disciplines and sectors to find solutions to critical issues of importance to Canada, using internationally competitive research, building multisectoral partnerships and accelerating the use of multidisciplinary research results by organizations that can use them for economic, social and environmental benefits to Canada. This includes creating centres to advance research and facilitate the commercialization of technologies, products and services within priority areas and helping to increase private sector investments in Canadian research and support training of skilled researchers. This program uses funding from the following transfer payments: Networks of Centres of Excellence and Business-Led Networks of Centres of Excellence.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
12,020,405	17,089,405	5,069,000*

* The difference between planned and actual spending relates to the program cycle, where funding amounts are determined post-competition and appropriated through the Supplementary Estimates during the year.

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
N/A*	N/A*	N/A*

* The program is managed by NSERC.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Strong linkages and partnerships between university, government and industry, and other users (non-governmental organizations)	Percentage of established networks and centres demonstrating knowledge and technology transfer (e.g., number of patents, licences, copyrights; number of new products or processes, policies created, new capacities established, and processes or practices affected)	100	100
The research knowledge and technology produced by the networks and centres is transferred and used, with economic and societal benefits to Canada	Ratio of partner contributions (cash and in-kind) for commercialization activities (Centres of Excellence for Commercialization and Research program) and research activities (Business-Led Networks of Centres of Excellence program)	1	3.1

Performance Analysis and Lessons Learned

An evaluation of the Networks of Centres of Excellence program is currently under way and the results are expected in winter 2015.

Two seven-year networks are undergoing their mid-term reviews: AllerGen (allergy, genes and the environment) and ArcticNet (arctic research). The results are expected in fall 2015. The renewal competition is under way for the three ongoing knowledge mobilization networks—PREVNet (preventing bullying), TREKK (children's emergency medicine) and CYCC (youth at

risk); the results are also expected in fall 2015. The renewal competition was launched for the second cycle of funding for three five-year networks: MEOPAR (oceanography), TVN (care of the elderly) and BioFuelNet (biofuels). Those results are expected in fall 2016.

The Centres of Excellence for Commercialization and Research launched a competition for extended funding for centres that were successful in the 2010 competition, as well as for new centres. The competition budget amounts to $58 million over five years. Five applications to extend funding and 26 letters of intent to create new centres were received in March 2015. Nine new applicants were invited to submit full applications. The application adjudication process will be ongoing in 2015–16, and new awards will be announced in March 2016. The Private Sector Advisory Board conducted its first performance monitoring of active centres since it adopted monitoring as part of its regular activities.

A recently completed summative evaluation of the Business Led-Networks of Centres of Excellence program focused on the relevance, performance and cost-effectiveness of the program. The evaluation confirmed the continued need for the program, as demand is strong and the network approach to research funding was found to have a positive impact on partner organizations and R&D receptivity, capacity and investment. The management response and proposed action plan will be finalized in 2015–16.

Strategic Outcome 2: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health

Program 2.1: Indirect Costs of Research

Description

This program provides support to institutions in the form of grants in the social sciences and humanities, natural sciences and engineering, and health. This program is necessary to build institutional capacity for the conduct of research and research-related activities, to maximize the investment of publicly funded academic research. This program helps to offset the central and departmental administrative costs that institutions incur in supporting research, which are not attributable to specific research projects, such as lighting and heating, maintenance of libraries, laboratories and research networking spaces; or for the technical support required for an institution's website or library computer system, ultimately helping researchers concentrate on cutting-edge discoveries and scholarship excellence, and ensuring that federally funded research projects are conducted in world-class facilities with the best equipment and administrative support available. The program is administered by the SSHRC-hosted Chairs Secretariat on behalf of the three research granting agencies. This program uses funding from the following transfer payment: Indirect Costs of Research.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
332,572,946	332,572,946	340,731,013	340,902,057	8,329,111*

* The difference between planned and actual spending relates to additional funding announced in Budget 2014.

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
2	2	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Universities and colleges improve their overall ability to conduct research and recruit and retain world-class researchers	Percentage of institutions reporting general positive impacts of their grants in the attraction of additional funding	80	83
	Percentage of institutions reporting general positive impacts of their grants in the attraction and retention of researchers	90	94

Performance Analysis and Lessons Learned

Indirect Costs Program grants to postsecondary institutions equalled $341.4 million in 2014–15, providing vital support to the academic research environment in Canada. The Indirect Costs Program partially offsets institutional expenses by providing support in five categories. In 2012–13, institutions allocated 34 per cent of the grants to research facilities, 17 per cent to research resources, 34 per cent to management and administration, 10 per cent to regulatory requirements and accreditation, and 5 per cent to intellectual property management. In their annual outcomes report, 83 per cent of institutions cited the program as an important factor in gaining new sources of funding. The impact of the grants was both direct, through supporting research administration and grant writing, and indirect, by helping to maintain the infrastructure necessary to support new initiatives.

In 2013–14, the federal government conducted a review of the Indirect Costs Program in consultation with the postsecondary sector to ensure that the program was meeting its objective of reinforcing excellence in postsecondary research. The review generally identified strong support for the Indirect Costs Program and overall satisfaction with its current design parameters while proposing that institutional reporting measures be increased and the program be renamed the Research Support Fund to better reflect intended outcomes. Minor changes to the reporting requirements were thereafter introduced, to raise awareness of the value of the program within the research community and to ensure accountability to stakeholders (researchers, industry partners, affiliates and Canadian taxpayers). The 10th-year evaluation of the Indirect Costs Program[xiii] was completed in 2014–15. It reinforced the review, finding that there is a continuing need for the program and that many contextual shifts have increased pressures on institutions conducting research. The evaluation further found that the program is consistent with federal and tri-agency priorities and is aligned with federal roles and responsibilities. The management response was approved in October 2014. Program changes to respond to the evaluation recommendations were dovetailed with the changes related to the review and transition to the Research Support Fund. Operational changes (e.g., changes to the program's Performance Measurement Strategy) were approved by the program's management committee.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
15,605,199	15,605,199	17,195,857	16,244,750	639,551

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
114	111	-3

Performance Analysis and Lessons Learned

In April 2014, SSHRC joined the Government of Canada's Shared Travel Services solution, an initiative led by Public Works and Government Services Canada. This initiative will simplify the way SSHRC books, approves, reimburses and reports on travel for employees and external stakeholders. Employees are already required to make their travel arrangements using the new system. Once all the agency's requirements are met, groups will also be booked under the new system.

Section III: Supplementary Information

Financial Statements Highlights

Condensed Statement of Operations (unaudited)
For the Year Ended March 31, 2015
(dollars)

Financial Information	2014–15 Planned Results	2014–15 Actual	2013–14 Actual	Difference (2014–15 actual minus 2014–15 planned)	Difference (2014–15 actual minus 2013–14 actual)
Total expenses	695,388	713,779	698,280	18,391	15,499
Total revenues	—	29	92	29	(63)
Net cost of operations before government funding and transfers	695,388	713,750	698,188	18,362	15,562

Condensed Statement of Financial Position (unaudited)
As at March 31, 2015
(dollars)

Financial Information	2014–15	2013–14	Difference (2014–15 minus 2013–14)
Total net liabilities	5,199	4,557	642
Total net financial assets	4,259	3,595	664
Departmental net debt	940	962	(22)
Total non-financial assets	4,711	3,444	1,267
Departmental net financial position	3,771	2,482	1,289

Financial Statements

SSHRC's audited financial statements for the year ending March 31, 2015, can be found on SSHRC's website.[xiv]

Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Departmental Performance Report* can be found on SSHRC's website.[xv]

- Departmental Sustainable Development Strategy;
- Details on Transfer Payment Programs of $5 Million or More; and
- Internal Audits and Evaluations.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations[xvi] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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Appendix: Definitions

appropriation (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent (*équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (*dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

priorities (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired strategic outcome(s).

program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the strategic outcome(s) to which they contribute.

Report on Plans and Priorities (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

result (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

strategic outcome (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*): Expenditures that Parliament approves annually through an appropriation act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i Canada's Action Plan on Open Government 2014-16, http://open.canada.ca/en/content/canadas-action-plan-open-government-2014-16

ii Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation 2014, https://www.ic.gc.ca/eic/site/icgc.nsf/eng/h_07472.html

iii Imagining Canada's Future, http://www.sshrc-crsh.gc.ca/society-societe/community-communite/Imagining_Canadas_Future-Imaginer_l_avenir_du_Canada-eng.aspx

iv. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

v. *Public Accounts of Canada 2015*, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

vi. Public Works and Government Services Canada website, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

vii *The State of Science and Technology in Canada, 2012*, http://www.scienceadvice.ca/en/assessments/completed/science-tech.aspx

viii Tenth-Year Evaluation of the Canada Research Chairs Program, http://www.chairs-chaires.gc.ca/about_us-a_notre_sujet/publications/ten_year_evaluation_e.pdf

ix Evaluation of SSHRC Postdoctoral Fellowships, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/SSHRC_Postdoctoral_Evaluation_Exec_Summary_2012-e.pdf

x Internal audit of the Insight Grants funding opportunity, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/audit/insight-savoir-eng.aspx

xi Evaluation of SSHRC's knowledge mobilization funding opportunities, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/KMb_evaluation_2013_e.pdf

xii Evaluation of the SSHRC Prizes and Special Fellowships, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/prizes_special_fellowships_evaluation_E.pdf

xiii Tenth-year Evaluation of the Indirect Costs Program, http://www.rsf-fsr.gc.ca/about-au_sujet/publications/2014_Evaluation_Report_Eng.pdf

xiv SSHRC departmental performance reports and audited financial statements, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx#a1

xv SSHRC departmental performance reports and supplementary tables, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx#a1

xvi. Government of Canada Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp